Defense Contract Management Agency

DCMA MRAP Contract Execution

Captain Joe Manna, SC, USN

Commander

DCMA Atlanta Enterprise

February 2009

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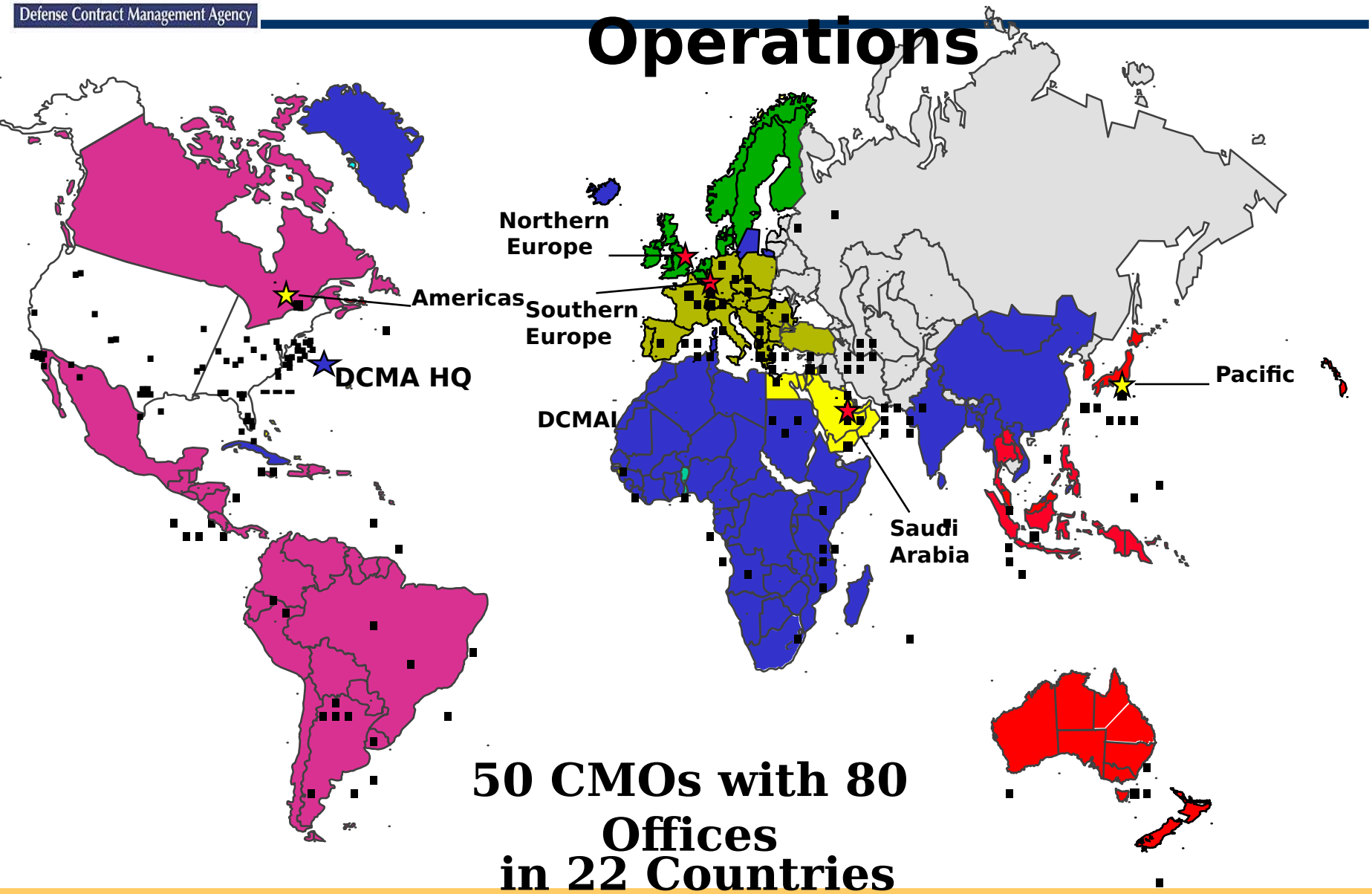
DCMA Worldwide Operations



50 CMOs with 80 Offices in 22 Countries

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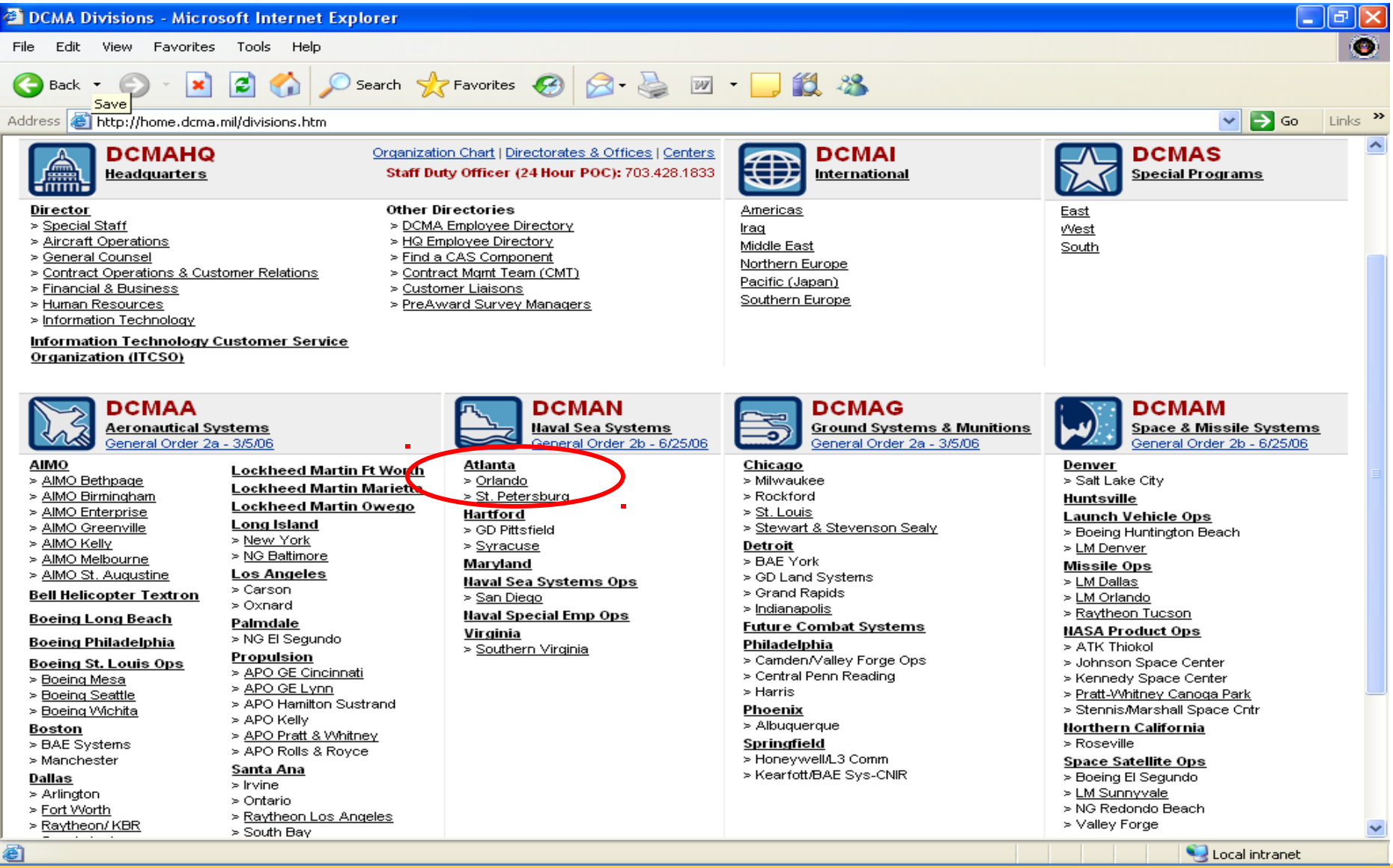
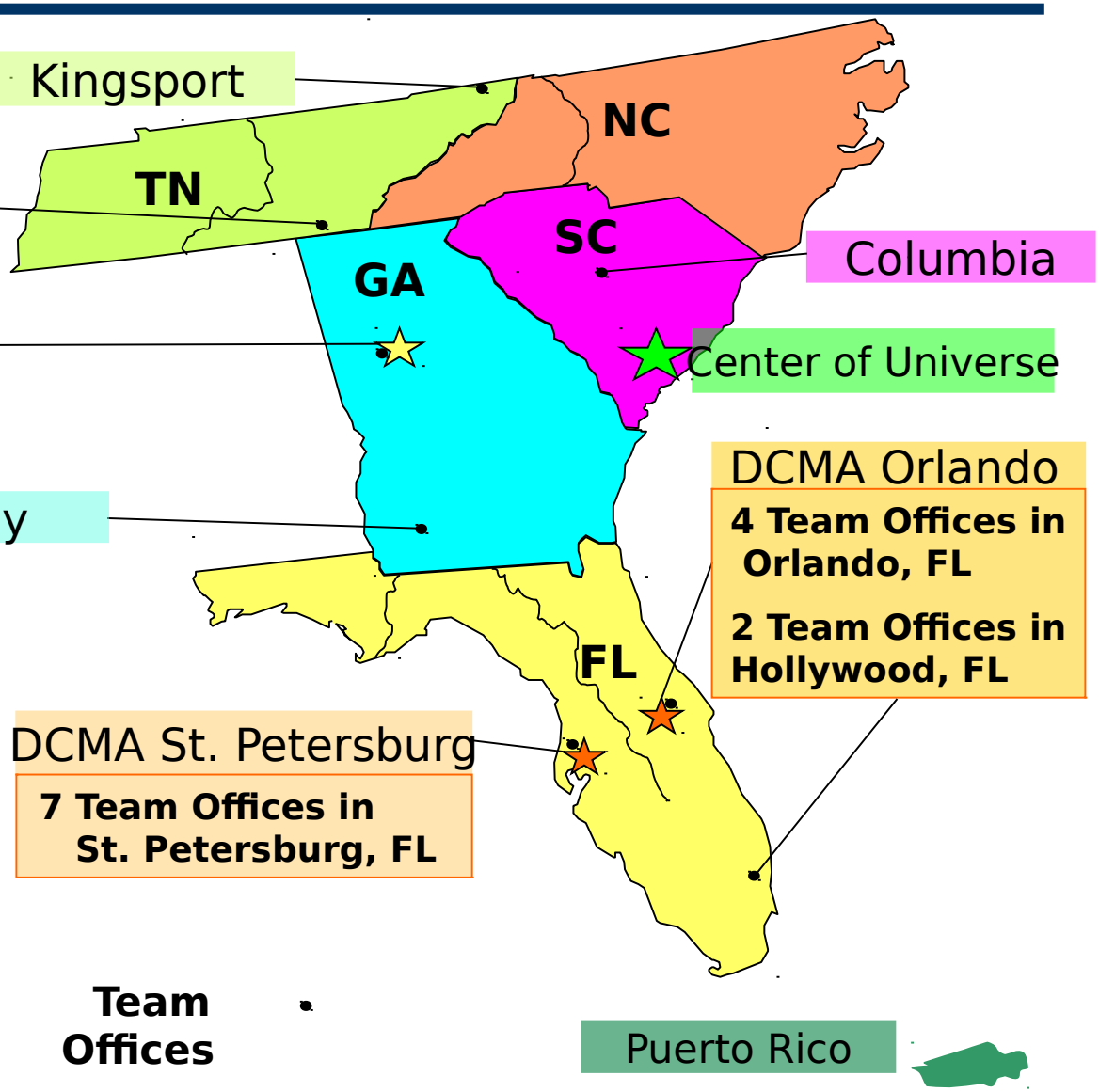


DCMA Atlanta Enterprise AOR



- **160,185 Square Miles**
- **20 Operations Team Offices**
- **62 Geographical Locations**
- **1150 Active Contractors**

As of June 2007

MRAP – Compared to a Legend

- **WW II also saw an unprecedented display of the US industrial base capabilities. More than 650,000 Jeeps were produced.**

Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec

Jul-40

Jeep

1st Competitive RFP

1500 Prototypes Tested

Oct-41

1st Competitive Contract Award

Jan-42

8668 Total Production

Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr

Nov-06

1st Competitive RFP

Jan-07

1st Competitive Contract Award

MRAP

32 Prototypes Tested

May-08

9445 Total Production (Planned)

MRAP vehicles are significantly more complex!

Complexity #1 – 7 Variants

A Sole Source contract was awarded to Force Protection Industries, Inc (FPII) on 9 Nov 06 to bridge requirements until full production.

Armor Holdings
1,170 Procured

Force Protection
1,963 Procured

BAE
531 Procured

General Dynamics Land Systems
620 Procured

A full and open competition was conducted which resulted in IDIQ contracts on 26 Jan to 9 contractors to procure CAT I and CAT II vehicles

TAHRACH-NABI—FAMP V—CAT I

Oshkosh Truck Co
100 Procured

Oshkosh Truck Co

Protected Vehicles Inc.
60 CAT I Procured

International Military and Government
1,971 CAT I Procured

General Purpose Vehicles

Textron

Complexity #2 – 5 Services

USMC	USA	USN	USAF	SOCOM
MCTAGS*	**OGPK**	MCTAGS*	OGPK	RWS
OGPK	**BFT**	OGPK	BFT	BFT
BFT	**Jammer (1:02)****	BFT	Jammer	ECM
Jammer	**SINCGARS*****	Jammer	VRC-111	VRC-103 & 104
VRC-103 (1:5)**	**VRC-103 (1:5)****	VRC-103	MT-6352	VRC-111
VRC-104 (1:15)**	**VRC-104 (1:15)****	VRC-104	VIC-3*	MT-6352
MT-6352	**MT-6352**	VRC-110	TOCNET	TOCNET
VRC-110	**VIC-3***	MT-6352	DAGR	DAGR
TOCNET	**TOCNET**	TOCNET	DVE	ROVER III
DAGR	**DAGR**	DAGR	PDU	
DVE	**DVE**			
PDU	**WALK**			
	LRAS3/FS3 IK***			
	TOW ITAS IK***			
	MTS IK***			
	CROWS***			

Material being phased out
Less than 1 per vehicle ratio
Army Harvesting LRAS3, TOW and MTS in Theater

Contract Execution and the Warfighter

Changing the Paradigm

- If we would have followed normal bureaucratic procedures, we would have failed the mission

Failure is not an option!

All **6 MRAP occupants survived this IED event!!**

USMC Strategic Direction

- 1) MORE VEHICLES FASTER
- 2) DON’T KILL MY MARINES

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Essential Ingredients

- Leadership
- Teamwork
- Flexibility
- Concurrency
- Elimination of Parochialism
- Intense focus on saving lives on the battlefield

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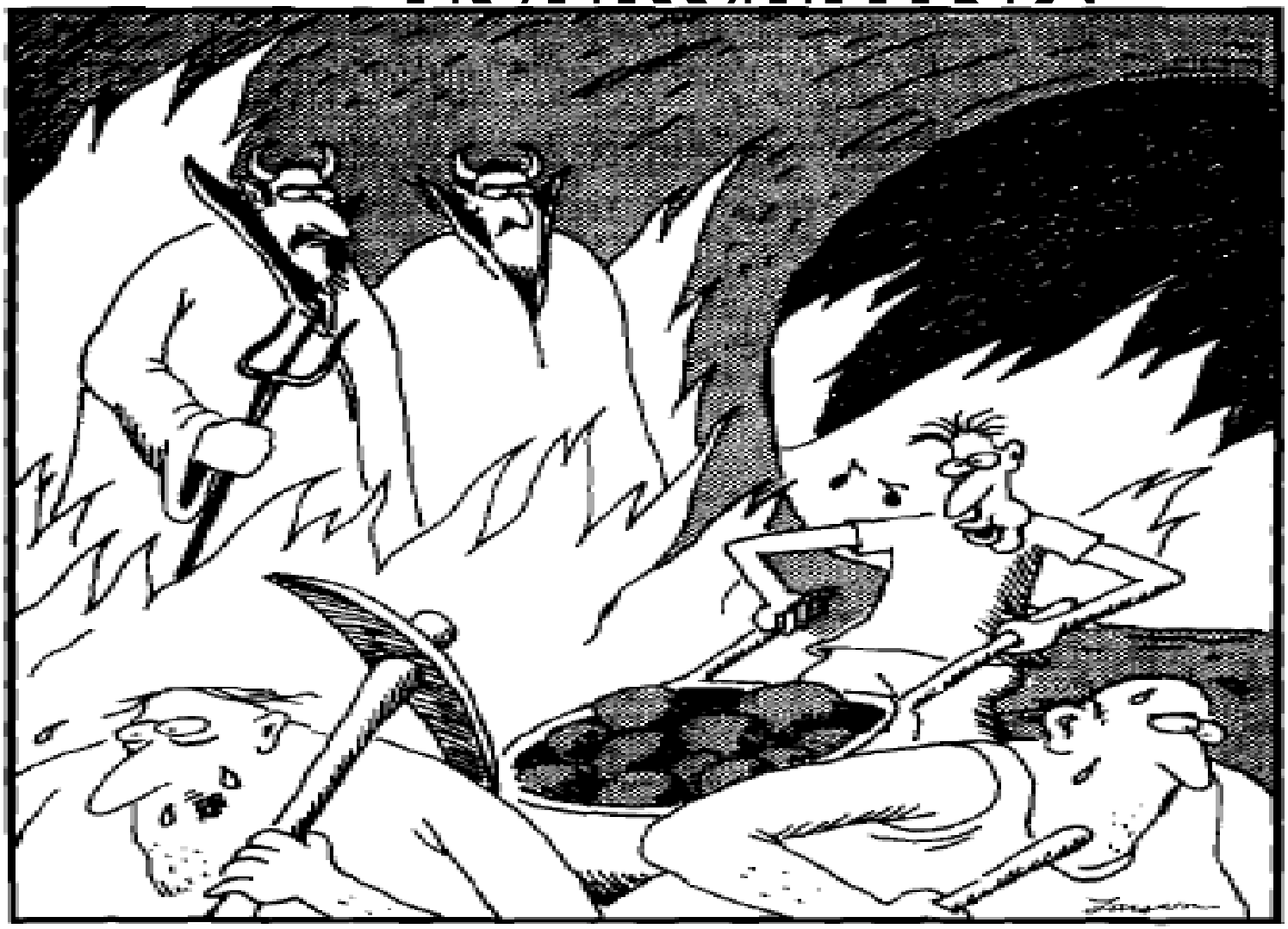
ATTITUDE IS



"You know, we're just not reaching that guy."

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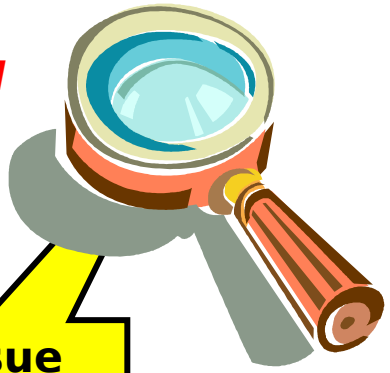
RISK MITIGATION

"C'mon, c'mon—it's either one or the other."

The Bottom Line

- **DCMA supports the MRAP Enterprise by ensuring Original Equipment Manufacturer (OEM) compliance with contractual requirements**
- **DCMA operates on a 24/7 basis, when required, to ensure quality products are accepted and shipped on time**
  - ***No MRAPs have missed shipment into Theater due to OEM QA issues***
- **DCMA has established teaming relationships and procedures to ensure faster delivery of more mission capable, survivable vehicles**



Early issue identification, resolution & elimination

DCMA Support Strategy

Single Belly Button Approach - PEO

- **Centralized (Ground Systems and Munitions (GSM) Div Level)**
  - Strategic planning and resource allocation
  - Integration and application of all Agency assets
  - Establishment of performance commitments with MARSYSCOM & JPO
  - Bi-monthly meetings with MARSYSCOM & JPO

For all DCMA MRAP related items:

BG Mike Brogan (MARSYSCOM) - Mitch Howell (GSM Div)

- **Program priorities**
- **Program requirements**
- **Production projections**
- **Problems, issues, or concerns**
- **Areas of interest**
- **Etc.**

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Resources and other required DCMA support

DCMA Support Strategy

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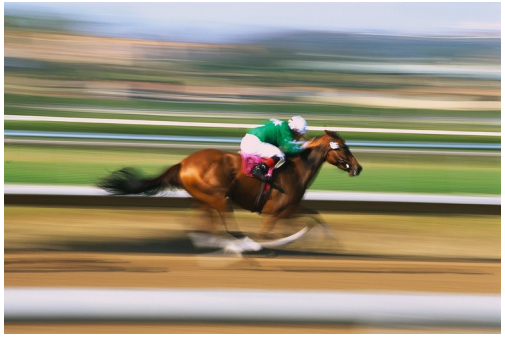
Single Belly Button Approach – JPO & SPAWAR

- **Decentralized (Contract Management Office (CMO) Level)**
  - Tactical execution
  - Contractor Influence
  - Accountability and enforcement of contract specifications
  - Frequent meetings with JPO, SPAWAR, and OEMs for issue resolution

- **Mr. Paul Mann (JPO)**
- **CAPT Red Hoover (SPAWAR)**

"VFR Direct" to DCMA OEM Source

  - **DCMA Customer Liaison Repre**
  - **DCMA Quality Assurance Representatives - on site at SPAWAR**
  - **Critical DCMA MRAP Integrated Management Team Leadership**
    - CAPT Joe Manna - Atlanta
    - Mr. Ed Bridges - Chicago
    - Col Warren Anderson – Dayton
    - COL Dion King - Detroit
    - COL Dan Gallagher - Huntsville
    - CAPT Brian Wenger – Americas (Canada)
    - COL Tim Dixon – Southern Europe (Germany)
    - Ms. Mary Grace Switlik – Industrial Analysis Center (IAC)



DCMA Support Strategy

Pulling the Production Curve Left

- Works closely with JPO and OEMs to preclude or fix acceptance issues early in the production process
- Executes thorough process proofing for new production and integration lines
- Influences primes and subs to smooth ("even out") delivery schedule
- Surveys critical supplier inventories and deliveries daily
- Teams with JPO to validate new vendors
- Reports monthly to industrial analysis center (IAC) on critical supplier deliveries
- Issues letters of delegation to target support at key facilities
- Provides feedback from SPAWAR to OEM on identified deficiencies
- Participates in integration cut-in efforts at OEM
- Reviews process outputs monthly

DCMA Support Strategy

Assigned Personnel & Surge Mitigation

- **Number “1” DCMA program**
- **Directly supporting MRAP**
  - 45 full time
  - 23 part time
- **Projected to support future MRAP production**
  - 12 additional full time
- **Potential impact by contingency contracting administration services (CCAS) volunteers**
  - Current impact: 3 (total) - DCMA Detroit (2) and DCMA Atlanta (1)
  - Potential impact: 11 additional have indicated interest

- **Overtime**
- **TDY**
- **Term Employees**
- **Retired Annuitants**
- **Workload Shifts**
- **Modified Work Schedules**
- **Mobilized Reserves**
- **Rescheduled Leave as Necessary**

DCMA Support Strategy

Feedback, Feedback, Feedback

- **DCMA Support to SPAWAR**
  - **Quality staff stationed at SPAWAR established and uses hotline process**
    - Identified issues are immediately communicated and coordinated
    - DCMA and OEM on-site reps resolve issues ASAP - often immediately
    - DCMA to DCMA and OEM to OEM feedback loops
    - PQDR process pulled backwards
  - **DCMA at OEM sites coordinate on integration cut-in issues (minimizes rework required)**
  - **Expedite requests for integration equipment deliveries**

Proactive Issue Resolution

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Teaming with JPO, OEMs, SPAWAR, & Warriors

- **Daily & Weekly Status Meetings w/ OEMs**
  - Production Status, Field Feedback & Corrective Action
- **Telecoms, IPRs and Ad Hoc Meetings w/ JPO**
  - Production status; field interchange issues
  - Lean Six Sigma initiatives; inspection & acceptance issues

A good news story!

- **On-site, hands-on DCMA quality staff at SPAWAR – Conducts joint inspections, documents arrival condition, and coordinates with OEM Field Support Representative (FSR) for issue resolution**
- **OEM FSRs on site at SPAWAR for timely liaison and issue resolution**
- **SPAWAR - DCMA discrepancy feedback loop - A DCMA Deficiency Assessment HOTLINE for SPAWAR**
- **Weekly MRAP production status reports**
- **Real time delay notification**
- **Provided and coordinated training on Wide-Area Work Flow (WAWF) and Multi-user ECP Automated Review System (MEARS)**
- **MRAP vehicle condition reporting system (Ties it all together – from OEM to Theater – Currently a work in progress)**

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Current Flow

OEMs	GFE Integration	EFP Up-Armor	RFI Stock	Transport

FPI

IMG

A.H. (BAE)

BAE York

GDLS Canada

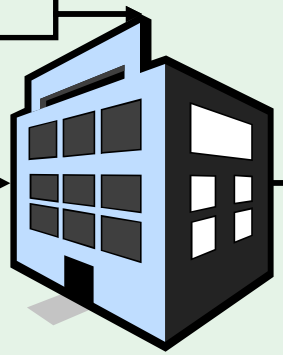
SPAWAR

IMG at PVI Charleston

A.H. (BAE) at Orangeburg, SC

FPI

BAE York at NWS Charleston



Holding

Sealift

Airlift

MRAP has Changed Expectations

- Senior officials across the acquisition spectrum are starting to use MRAP as a benchmark
- Strong interest in academic institutions to “bottle” the MRAP magic
- Warfighters are even less tolerant of lengthy development cycle times
- Army has announced acceleration of JLTV by 2 years
  - Is that fast enough?
  - MRAP II as bridge or replacement?

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GO SEMINOLES!

Questions?